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| **Portfolio** | Communities and Justice |
| **Department** | Department of Communities and Justice |
| **Division/Branch/Unit** | Homes NSW / Aboriginal Housing Office |
| **Location** | Parramatta |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Number** | TBC |
| **ANZSCO Code** | 139999 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | August 2023 | **Ref: AHO057** |
| **Agency Website** | www.dcj.nsw.gov.au |

***Please see job notes and/or advertisement for more information on specific role qualification requirements and relevant experience.***

# Aboriginal Housing Office overview

The Aboriginal Housing Office (AHO) is a statutory body established under the Aboriginal Housing Act 1998 (NSW) to ensure Aboriginal and Torres Strait Islander people have access to affordable, quality housing.

The AHO is governed by an all-Aboriginal Board, which provides advice to the Minister for Water and Minister for Housing in NSW. In addition, the AHO manages and coordinates an annual capital works program, along with developing and implementing financial and resourcing strategies.

Underpinning all planning is a strong commitment to the principles of self-determination and self-management, articulated through inclusive, fully consultative planning. At the same time, the AHO actively promotes employment opportunities for Aboriginal people, both within the AHO and through opportunities for tradespeople and trainees with contracted Aboriginal and non-Aboriginal building companies.

Underpinned by an all-Aboriginal Board providing advice to the Minister, the AHO provides housing assistance for Aboriginal and Torres Strait Islander people and an increased range of housing choices, especially for those members of the community most in need. The AHO plans, administers, and expands the policies, program and asset base for Aboriginal housing in NSW.

# Primary purpose of the role

Lead and co-ordinate the development and implementation of AHO housing operations processes, governance, compliance, risk and contract management and performance reporting in partnership with regional relationship teams, ensuring the effective delivery of services to AHO clients.

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# Key accountabilities

* Develop and define AHO core contract obligations and provider capability requirements to ensure effective service delivery outcomes that meet AHO standards. Develop and implement processes for the establishment, governance, compliance, and risk management of AHO standard agreements.
* Develop and implement provider compliance assessment, performance improvement and remediation processes and reporting, and co-ordinate the establishment of a contract performance and compliance improvement agreement with each provider.
* Develop, co-ordinate and manage financial analysis, economic appraisal performance, compliance, risk management, forecasting and performance improvement management reporting for Aboriginal Community Housing providers. Develop financial metrics and KPI’s to inform decision making regarding sector performance and governance.
* Provide feedback and analysis on Service Level Agreements regarding tenancy management. Partner with and support sector capacity building initiatives to develop and improve service provider capability and regulatory compliance.
* Provide collaborative, evidence-based advice, feedback and recommendations on opportunities, policies, programs and service delivery gaps and risks, to senior managers and Directors. This ensures matters that impact the business unit’s current business and future decision-making are fully considered.
* Seek out and actively manage key internal and external stakeholder relationships based on open and regular discussion and feedback to ensure effective interface between program development, planning, service design and policy implementation.
* Contribute to business improvement initiatives including the development and maintenance of team systems, policies and business processes to improve systems efficiency and effectiveness; and prepare written reports on complex issues, including a range of briefing and presentation material. Lead and drive team management, work planning, coaching and professional development initiatives to align resources and deliver priorities.

# Key challenges

* Leading organisational change to deliver new and consistent processes, frameworks and Performance and Finance Branch management and performance reporting.
* Building commitment and contributions from diverse stakeholders to ensure that projects undertaken include widespread consultation and encourage a cooperative approach.
* This role involves a high degree of analytical thinking and problem solving. The Aboriginal Community Housing Providers are faced with several challenges operating in both remote and regional areas in NSW and this role will offer insights to the Executive team to promote discussion, evaluation, decision making and bids for new funding.

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Line manager | * Report directly to line manager.
* Seek direction, advice, and support.
* Provide information and feedback.
 |
| Team Members | * Provide information and advice.
* Provide an effective and valuable two-way liaison.
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| AHO Colleagues | * Liaise to ensure the provision of timely and accurate advice when requested.
* Develop and maintain effective working relationships.
* Negotiate/agree on timeframes.
 |
| DCJ Colleagues | * Liaise to ensure the provision of timely and accurate advice when requested.
* Develop and maintain effective working relationships.
* Negotiate/agree on timeframes.
 |
| **External** |  |
| Aboriginal Community Housing Providers | * Engage with service providers.
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| Aboriginal Community Leaders | * Engage with client groups.
 |
| Non-government organisations | * Engage with service providers and client groups.
 |
| Aboriginal Clients | * Provide responsive, accurate and timely information and issue resolution.
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# Role dimensions

## Decision making

## The role:

## Sets own priorities and those of any staff/project staff supervised.

## Maintains independence to develop a suitable approach in managing a unit/team, allocating resources, determining the conceptual framework towards projects and development of strategic plans.

## Has a high level of responsibility for determining appropriate unit/team actions undertaken, within government and legislative policies, and for ensuring quality control in the implementation of unit/teamwork.

## Ensures that unit/team recommendations are based on sound evidence, but at times may be required to use their judgment under pressure or in the absence of complete information or as the source of expert advice to internal stakeholders across the Department as well as externally to Ministerial level.

## Refer to the DCJ Delegations for specific financial and/ or administrative delegations for this role.

## Reporting line

## The role reports to the Director.

## Direct reports

Five direct reports.

## Budget/Expenditure

Nil

# Key knowledge and experience

# Good business and financial analysis skills and capacity to provide thorough and complex advice and recommendations.

# Essential requirements

* Tertiary qualifications in either economics or business/finance or the equivalent work experience in similar disciplines.
* Demonstrated understanding of Aboriginal cultural beliefs and attitudes and of the socio-economic position of Aboriginal people within Australian society, and of their impacts in relation to housing. A thorough understanding of the Aboriginal political and historical impacts upon policy developments in NSW and nationally in relation to Aboriginal land rights, and Aboriginal land use.

Appointments are subject to reference checks. Some roles may also require the following checks/ clearances:

* National Criminal History Record Check in accordance with the Disability Inclusion Act 2014
* Working with Children Check clearance in accordance with the Child Protection (Working with Children) Act 2012

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-capability-framework) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

## Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

| FOCUS CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| Personal Attributes logo | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | Represent the organisation in an honest, ethical and professional way and encourage others to do soAct professionally and support a culture of integrityIdentify and explain ethical issues and set an example for others to followEnsure that others are aware of and understand the legislation and policy framework within which they operateAct to prevent and report misconduct and illegal and inappropriate behaviour | Adept |
|  | **Value Diversity and Inclusion**Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Encourage and include diverse perspectives in the development of policies and strategiesTake advantage of diverse views and perspectives to develop new approaches to delivering outcomesBuild and monitor a workplace culture that enables diversity and fair and inclusive practicesImplement practices and systems to ensure that individuals can participate to their fullest abilityRecognise the value of individual differences to support broader organisational strategiesAddress non-inclusive behaviours, practices and attitudes within the organisationChampion the business benefits generated by workforce diversity and inclusive practices | Advanced |
|  | **Commit to Customer Service**Provide customer-focused services in line with public sector and organisational objectives | Take responsibility for delivering high-quality customer-focused servicesDesign processes and policies based on the customer’s point of view and needsUnderstand and measure what is important to customersUse data and information to monitor and improve customer service deliveryFind opportunities to cooperate with internal and external stakeholders to improve outcomes for customersMaintain relationships with key customers in area of expertiseConnect and collaborate with relevant customers within the community | Adept |
|  | **Work Collaboratively**Collaborate with others and value their contribution | Recognise outcomes achieved through effective collaboration between teamsBuild cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across governmentFacilitate opportunities to engage and collaborate with stakeholders to develop joint solutionsNetwork extensively across government and organisations to increase collaborationEncourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
| results | **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | Understand the links between the business unit, organisation and the whole-of-government agendaEnsure business plan goals are clear and appropriate and include contingency provisionsMonitor the progress of initiatives and make necessary adjustmentsAnticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriatelyConsider the implications of a wide range of complex issues and shift business priorities when necessaryUndertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning | Advanced |
| results | **Demonstrate Accountability**Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Assess work outcomes and identify and share learnings to inform future actionsEnsure that own actions and those of others are focused on achieving organisational outcomesExercise delegations responsiblyUnderstand and apply high standards of financial probity with public monies and other resourcesIdentify and implement safe work practices, taking a systematic risk management approach to ensure own and others’ health and safetyConduct and report on quality control auditsIdentify risks to successfully achieving goals, and take appropriate steps to mitigate those risks | Adept |
| business-enablers | **Finance**Understand and apply financial processes to achieve value for money and minimise financial risk | Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and managementIdentify and analyse trends, review data and evaluate business options to ensure business cases are financially soundAssess relative cost benefits of various purchasing optionsPromote the role of sound financial management and its impact on organisational effectivenessObtain specialist financial advice when reviewing and evaluating finance systems and processesRespond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner | Advanced |
| business-enablers | **Procurement and Contract Management**Understand and apply procurement processes to ensure effective purchasing and contract performance | Ensure that employees and contractors apply government and organisational procurement and contract management policiesMonitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisionsPromote effective risk management in procurementImplement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomesRepresent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors | Advanced |
| people-management | **Manage and Develop People**Engage and motivate staff, and develop capability and potential in others | Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomesAdjust performance development processes to meet the diverse abilities and needs of individuals and teamsDevelop work plans that consider capability, strengths and opportunities for developmentBe aware of the influences of bias when managing team membersSeek feedback on own management capabilities and develop strategies to address any gapsAddress and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective wayMonitor and report on team performance in line with established performance development frameworks | Adept |

# Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as ‘not essential’ for this role is not relevant for recruitment purposes however may be relevant for future career development.

| COMPLEMENTARY CAPABILITIES |
| --- |
| **Capability Group/Sets** | **Capability Name** | **Description** | **Level**  |
| Personal Attributes logo |  |  |  |
| Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
| Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| Relationships logo  |  |  |  |
| Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
| Results logo |  |  |  |
| Deliver Results | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Adept |
| Business Enablers logo |  |  |  |
| Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
| Project Management | Understand and apply effective project planning, coordination and control methods | Intermediate |
| People Management logo |  |  |  |
| Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Intermediate |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |